

STRATEGIC COMMUNICATIONS
CURRENT THEMES/MESSAGES*
AND TALKING POINTS*

5 November 2004

Army Strategic Theme:
Our Army at War...Relevant and Ready –
Today and Tomorrow

* Key Messages and Talking Points are consistent with the Army Campaign Plan, Army Strategic Planning Guidance, Army and CJCS Posture Statements, Key Leader public statements and ongoing Strategic Communications efforts.

In coordination with: OCPA; OCLL; ASA(I&E); G1; G2; G3/5/7; G4; G8-PAE; ASA-MRA; SAALT; NGB; OCAR; TRADOC; HRC (DAPE-HR-P)

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I. ARMY STRATEGIC THEME

Our Army at War...Relevant and Ready – Today and Tomorrow

II. THEME CONGRUENCE

Army Strategic Theme

Our Army at War...Relevant and Ready – Today and Tomorrow

Strategic Context

- We are engaged in a persistent state of conflict
- We have an unprecedented strategic opportunity
- We are transforming while fighting
- We've charted the right course
- We will maintain the momentum

Strategic Goal

- The Army will remain relevant and ready by providing the Joint Force with essential capabilities to dominate across the full range of military operations.

Essential Capabilities

- A Campaign Quality Army with Joint and Expeditionary Capabilities.

Key Elements of Change

- **Modularity:** Increase strategic responsiveness and flexibility.
- **Rebalancing:** Adjust the size and capabilities of Active and Reserve Components.
- **Stabilization:** Improve unit cohesion and readiness.

III. ENDURING MESSAGES¹

The Army is Serving a Nation at War—Landpower for the Joint Force

The Army is Serving a Nation at War and Changing NOW...

- to keep Soldiers first**
- to reflect wartime realities**
- to meet strategic commitments**
- to incorporate “next generation” capabilities**
- to sustain a Campaign Quality Army**
- to maximize Joint and Expeditionary Capabilities**

Soldiers

- Soldiers are the Centerpiece of our Army.
- Soldiers personify the Warrior Ethos. They are bound to each other by integrity and trust.
- Warriors must be flexible, adaptive, confident and competent.
- Soldiers train and fight as part of the Joint, Interagency, and Multinational force.

Current Readiness

- Relieve stress on the force while simultaneously reorganizing the force for future operations.
 - Rebalance Army capabilities to strengthen warfighting readiness.
 - Increase available Combat Brigades.
 - Accelerate Future Force capabilities to enhance the Current Force Now!

Future Forces

- Transform while in contact.
- The Current Force is becoming the Future Force.
- Develop innovative leaders and adaptive institutions.
- Create modular-designed forces with increased capabilities.
- Improve strategic responsiveness and Joint interdependence.
- Revolutionize capabilities through Future Combat Systems.
- Change the way we fight as we fight.

¹ See Appendix I Message Frames for: Joint and Expeditionary, Relevant and Ready, Core Values and Warrior Ethos

Relevant to the needs of the Nation

The National Security Strategy of the United States of America:

- **Defends** the peace against threats from terrorists and tyrants.
- **Preserves** the peace by building good relations among the great powers.
- **Extends** the peace by encouraging free and open societies on every continent.²

The Army

The Army provides forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies.

Soldiers contribute to the Joint Force by:

- Disrupting and destroying terrorist organizations with global reach
- Shaping the future security environment
- Strengthening alliances
- Promoting regional stability
- Deterring attacks against the United States
- Informing, engaging and influencing people around the world
- Assuring flow of critical resources
- Fighting and winning in close combat
- Fighting and winning across the full spectrum of operations
- Holding key assets and terrain
- Ending conflict decisively
- Maintaining stability after the fight

² For more information, see *The National Security Strategy of the United States of America*, September 2002 at: <http://www.whitehouse.gov/nsc/nss.pdf>

IV. CRITICAL OUTCOMES (EFFECTS) – Fall/Winter 2004/2005

Recruit and Retain Quality Soldiers

- The Army is proud of its Soldiers, their families and their commitment to our Nation.
- Soldiers are simultaneously fighting a war, maintaining global commitments and transforming the force.
- Generating more combat power, and thereby increasing ready forces, is a top priority.³
- Force stabilization will result in increased stability and predictability for our Soldiers and families.
- We recruit Soldiers, but we retain families.

Maintain Public Support

- America appreciates Soldiers' sacrifices and their contribution to our security.
- Soldiers are prepared, trained and equipped for the fight.
- The Army will arm and protect every deployed Soldier with the best equipment available.
- The Coalition has overthrown two terrorist regimes, rescued two nations and liberated 50 million people. Last October, millions of Afghan men and women voted in the first democratic election in their nation's history. Americans understand that the rise of democracy in the heart of the Middle East will be a crucial setback for international terror.

Resource the Army

- The Army must be resourced to both fight the war AND transform in this decade.
- The Army is fighting a war while rotating, resetting, rethinking, rebalancing, and restructuring.
- Combat power is rooted in capability, not quantity.

³ See Appendix II for "Generate More Combat Power" Initiatives

V. ARMY CAMPAIGN PLAN (ACP) – 1st/2nd QUARTER 05 PRIORITY

STRATEGIC THEME: Our Army at War–Changing Now to Generate More Combat Power

Audience: The Army Family

MESSAGES:

Retain, stabilize and optimize the Total Force

- Retaining quality Soldiers and families is a top Army priority.
- Force stabilization will result in increased stability and predictability for our Soldiers, families and civilians.
- The Army will further stabilize Soldiers within a unit's operational cycle to provide more cohesive, capable units.
- We are one Army...Active, Guard and Reserve...interdependent, serving a Nation at war.
- As we learn the lessons of the current war, and adapt and change, the change will be holistic and include all components.
- Create smaller, tailorable units; standard unit design.
- Increase manning levels.
- Increase high-demand units; reduce heavy forces.
- Create interchangeable units; faster deployments.
- Increase tour lengths; reduce PCS moves.
- Increase number of units; increase deployment predictability.

TALKING POINTS:

- The Army Campaign Plan will focus on transforming the Army: Modularity, Force Stabilization, Active and Reserve Component Rebalance.
- The Army is adding more Brigade Combat Teams to increase combat power and is taking steps to better manage operational tempo. These efforts will markedly increase the number of available units for deployment, which will improve the Army's

strategic flexibility, permit forces to reset, and ultimately sustain a more predictable rotation cycle.

- Our Nation's number one military asset remains the brave men and women serving in our Armed Forces. The Administration, Congress and the Department of Defense have made raising their standards of living a top priority.
- We are well aware of the strains on our Reserve Component Soldiers, their families, and their employers, and continuously seek better ways to support them.
- The Army Reserve and Army National Guard are working to make the mobilization/deployment process more predictable and more responsive to the needs of Soldiers, families and employers.
- We are committed to fixing Army Reserve and National Guard pay issues.
- Paying our Soldiers accurately and timely is a top priority.
- While our warfighting forces have always included contractors, their involvement is increasing. The Joint Staff is leading an effort to develop the Defense Department policy for management of contracted personnel during contingency operations.

Audience: Critical Policy and Resource Decision Makers

MESSAGES:

Relevant to the needs of the Nation

- The Army will provide forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies.

Ready to face any challenge

- The Army is improving strategic responsiveness and Joint Interdependence.

TALKING POINTS:

- The Army balances current readiness with pursuit of future force capabilities. While fighting and winning near-term conflicts, the Army continues to invest in future revolutionary capabilities to ensure current and future relevance.

- We are rebalancing over 100,000 spaces in our force structure to more fully resource high-demand, early-deploying and broad-spectrum capabilities while divesting some Cold War legacy heavy units.
- As more Soldiers move from the office to the field, the Army is changing its civilian component through implementation of the Senior Army Workforce (SAW) initiative, the National Security Personnel System (NSPS), and Military-to-Civilian conversions.
- The adoption of the National Security Personnel System—now being crafted—will create a more responsive and flexible DoD civilian workforce.

Audience: Key Defense Industry Partners

MESSAGES:

Accelerate Future Force capabilities to enhance the Current Force now!

- The Army is not going to wait for years to field technology that we can field today.
- Developing and accelerating new technology is fundamental to enhancing both current and future Army relevance and readiness.
- As a result of the lessons we are learning from the current war...we have decided to accelerate selected Future Combat Systems (FCS) capabilities into the Current Force.
- FCS is not some way off in the future program...it is here today...there is no reason for us to wait!
- We are already implementing doctrine, organization, and leader development activities we envision for FCS-equipped units into the Current Force.

Generating more combat power is a top Army priority

- The Army is fighting a war while rotating, resetting, rethinking, rebalancing and restructuring.
- Combat power is rooted in capability, not quantity.

Investing in our Army is sound business

- Industry support of National Guard and Reserve Soldiers enhances current readiness (e.g. maintaining jobs for deployed Soldiers, bridging pay deficits, supporting family programs).
- DoD continues to invest heavily in transformation, both intellectually and materially.

KEY PROGRAMMATIC TALKING POINTS:

- The Soldier is the centerpiece and the network is the information enabler of the Future Force.
- FCS is a national strategic investment to which the Nation and the Army are fully committed...the program is strategy-based and appropriately resourced.
- Future Force Units of Action are more than the sum of platforms (Joint System of Systems).
- We are fighting a war unlike any we have fought before—it demands new ways of thinking about military force, new processes to improve strategic agility, and new technologies to take the fight to the enemy.

Audience: Employers of Army Reserve and National Guard Soldiers⁴

MESSAGES:

Employers support a strong national defense by:

- Sharing their most precious assets—their employees—who are Soldiers in the National Guard and Army Reserve.
- Going above and beyond what is required by law.
- Supporting families through the hardships of separation.
- Welcoming back returning Citizen Soldiers and reinstating them in their jobs.
- Illustrating America's greatness as a Nation.

⁴ For more information, visit: <http://www.esgr.org>

The Nation and the Army appreciate the strong employer support provided during this Global War on Terrorism:

- Since September 11, 2001, more than 395,000 members of the National Guard and Reserves have been mobilized.
- The Army National Guard and Army Reserve are defending our Nation at home and abroad, shoulder-to-shoulder with the active Army.

TALKING POINTS:

- The National Guard and Reserve represent almost half of the forces currently in Iraq.
- Through their support, America's employers are linked to the Nation's defense and they preserve the heritage and value of a strong militia.
- The Army is taking care to return our Citizen-Soldiers to their homes and employers prepared for reintegration into civilian life.
- Ultimately, employers benefit from the values, experiences and leadership skills that Citizen-Soldiers bring home.
- Employer support of our Guard and Reserve helps ensure that our troops are mission-ready and a source of pride and assurance for all Americans.
- The Army is working to provide predictability in the current and future mobilization and deployment of the Guard and Reserve.

VI. MESSAGES/TALKING POINTS BY TOPIC (Fall/Winter 04/05)

PRIORITY: TIER #1

THE SOLDIER

Army Values

Strategic Theme: Living the Army Values—It means you live up to a higher standard

MESSAGES:

The Army is a values-based organization.

- Soldiers learn Army values during Basic Combat Training. From then on they live them every day in everything they do—whether they're on the job or off. In short, the seven Army values are what being a Soldier is all about.

The seven Army values are what being a Soldier is all about.

Soldiers live the Army values through their:

- **Loyalty**—Bearing true faith and allegiance to the U.S. Constitution, the Army, their units and other Soldiers
- **Duty**—Fulfilling their obligations
- **Respect**—Treating people as they should be treated
- **Selfless Service**—Putting the welfare of the Nation, the Army and their subordinates before their own
- **Honor**—Living up to all the Army Values
- **Integrity**—Doing what's right, legally and morally
- **Personal Courage**—Facing fear, danger or adversity (physical or moral)

Every generation has lived the Army values—this one is no different.

Soldiers are ALWAYS armed with the most potent weapon in our arsenal—their values.

Soldier Pride

Strategic Theme: The American Soldier—humble and determined

MESSAGES:

Ambassadors to the world

- Soldiers are ambassadors to the world—serving every day in over 100 countries and here at home

Humble Confidence—Quiet Pride

Soldiers have a humble confidence and quiet pride because they:

- Represent the best and most experienced fighting force in the world
- Are key members of the Joint Force
- Adapt to a changing enemy every day
- Have families who sacrifice daily in support of our Nation
- Are simultaneously fighting a war, maintaining global commitments, and preparing for the future
- Are reaching across service lines and working together as never before—for the good of our Nation

Recruitment/Retention/All Volunteer Force (AVF)

MESSAGES:

Recruit and retain the right volunteer force for today's Army and for the future.

America's investment in the Army is its citizens.

We recruit Soldiers, but we retain families.

Army of One Campaign Positioning Statement:

Being a Soldier strengthens you, today and for the future, because the Army develops your potential through relevant/challenging training, shared values and personal experience. Soldiers consistently take pride in making a difference for themselves, their families, and the Nation.⁵

TALKING POINTS:

- Recruiting quality people and retaining the exceptional Soldiers we have is essential in having a well-balanced force poised for future missions.
- Current operational stress will impact future recruitment and retention and the Army has developed a number of incentives to continue to aid us in attracting and retaining the right people.
- Overall, we are doing very well, especially as we continue to recruit/retain a volunteer force during a war. We constantly monitor recruiting and retention goals, and realize that there are challenges ahead.
- For more than three decades we have demonstrated that an all-volunteer Army can be the world's premier fighting force.
- The Army will recruit new Soldiers who want to stand up and make a difference and belong to something bigger.
- Our approach must appeal to and develop Soldiers who are:
 - Motivated by a desire to serve
 - Challenged by and proud of the tough work we do; feel like they have done their part
- The Army continues to attract highly qualified and motivated individuals who want to serve their country. Our continued success is a testament to the citizen-patriots of America who enlist and reenlist in the Army.

⁵ Note: Army of One Campaign messages are presented in a context that support Army Enduring messages. For information on Army of One: <http://www.goarmy.com/nfindex.jsp>

Leave No Soldier Behind

Disabled Soldier Support System (DS3) Initiative⁶

"Courage to Care"⁷

REALifelines (Recovery and Employment Assistance Lifelines)

Other Soldier Support Efforts

Strategic Theme: Honor our returning heroes—leave no Soldier behind

LEAVE NO SOLDIER BEHIND MESSAGES:

Our Army honors its heroes, and cares for its Soldiers...all Soldiers.

Volunteers who support veterans returning from the battlefields and our wounded Soldiers transitioning to civilian life are the face of America. They express the gratitude that all Americans feel for what these brave men and women have sacrificed.

Our wounded epitomize the adage that "freedom isn't free"—it is our duty to ensure that no wounded Soldier is left behind.

DS3 MESSAGES:

Veteran Service Organizations (VSOs) support America's newest veterans, the Disabled Soldier Support System (DS3), and other initiatives by:

- Providing knowledgeable volunteer sponsors to assist Soldiers and families in their transition from combat to community
- Supporting and facilitating the role of in-place educational and vocational initiatives and programs
- Helping to get the word out

⁶ For more information on the Disabled Soldier Support System (DS3), visit: http://www.wblo.org/data/modules/pbm/rendered/disabled_soldier_support_system.asp

⁷ For more information on 'Courage to Care,' visit: <http://www.usuhs.mil/psy/courage.html>

DS3 TALKING POINTS:

- With DS3, severely disabled Soldiers have an enduring and ever present lifeline during times of need to help resolve issues, just as they had with their chain of command while serving in their units.
- Through DS3, the Army provides its severely disabled Soldiers and their families with a system of advocacy and follow-up to provide personal support that assists them in their transition from military service and into the civilian community.
- Severely disabled Soldiers and families are able to better understand what their futures hold, and how to access the services they may require by having advocacy assistance just a phone call or mouse click away.
- DS3 enables severely disabled Soldiers to efficiently transition through the health care system to help those who are able become contributing members of their communities.

Army Safety Campaign⁸

Strategic Theme: Our Army at War—BE SAFE! Make it Home.⁹

MESSAGES:

“Be safe!” Safety is critical both in the fight and at home.

TALKING POINTS:

- The Army Safety Campaign focuses on the Soldier in three operational environments—air, ground, and privately owned vehicles.
- The Army’s goal is to reduce accidents by 50 percent over the 2002 baseline in FY 05.
- Components are continuing to emphasize safety initiatives to achieve a net decrease of 75 percent from the baseline by FY 08.
- Accident prevention is a top Army priority and has direct leadership attention.
- Risk management plays a key role in enhancing combat power.

⁸ For safety news and information visit: <https://safety.army.mil/> and view the Army Safety Campaign Plan at: <https://safety.army.mil/ArmySafetyCampaignPlan28Apr04.pdf>

STABILIZE THE FORCE

OIF/OEF Rotation

Strategic Theme: The Nation is at War and the Army is committed to meeting America's security challenges.

MESSAGES:

Honoring Commitments

- The deployment of Army units honors our worldwide commitments and provides the Combatant Commanders the forces they need to maintain the current momentum on the Global War on Terrorism.

Providing Capabilities

- Deployment plans provide the capabilities the Combatant Commander needs and predictability for our Soldiers, their families, and employers.

Hardships and Sacrifices

- The DoD leadership acknowledges the hardships endured and sacrifice made by our Soldiers and their families and is aggressively pursuing means to lessen their strain.

TALKING POINTS:

- The largest movement of forces in the Army since World War II occurred in 2004. Eight and one-half divisions and 244,000 Soldiers were moved in about 95 days.
- The Army is fighting a war while rotating, resetting, rethinking, rebalancing, and restructuring. As new rotations occur, we will continue with this process, in order to:
 - Provide relevant and ready forces for Combatant Commanders today and tomorrow
 - Meet strategic commitments
 - Fight the current war and Transform the Army
- The Army will alert and mobilize only those Reserve Component units necessary to fill the requirements.

- Phased mobilizations ensure that personnel are brought on active duty for only the amount of time prior to deployment needed for training; Soldiers needing additional schooling/training will be activated prior to the full call-up of the unit.
- DoD will stagger the deployment of units over an extended period to relieve the stress on our transportation efforts while ensuring a high level of security for all our forces and the Iraqi people.

Force Reset

MESSAGES:

Reset for the future—not for the past.

TALKING POINTS:

- Quickly reset the Current Force upon its redeployment to be ready for future worldwide operations.
- Reset is not just about equipment readiness, but also about incorporating lessons learned from OIF and OEF.
- Take advantage of the Reset period to reorganize and retrain forces to better meet the challenges of the future.

REBALANCE THE FORCE

AC/RC Optimization

Strategic Theme: Our Army at War–Relevant, Ready and Generating Combat Power Now

MESSAGES:

Building Enhanced Capabilities for a Campaign Quality Army

- The optimization initiative will result in a rapidly responsive campaign quality Army that maintains the depth of capabilities necessary to meet any threat across the full spectrum of conflict.

Eliminating Structure–Retaining Soldiers

- Eliminate less used and undermanned force structure to allow the Army to fully resource the highest demand forces.

Optimizing Army Capabilities

- We are redesigning the force to optimize the Active and Reserve Component mix across the defense strategy.
- We are rebalancing over 100,000 spaces in our force structure to more fully resource high-demand, early-deploying and broad-spectrum capabilities while divesting some legacy heavy units.

TALKING POINTS:

- Sustained operations will be the norm for the Army; we must optimize capabilities to meet this reality.
- Formations must be relevant to the Defense Strategy; resourced, interdependent and agile.
- Optimize capabilities by expanding in specialties that are most in demand.
- Capabilities that are required early in the operation to set the theater must be readily available to the Combatant Commander.
- Man AC and RC forces at 100 percent to increase readiness and reduce turbulence for Soldiers and their units.
- Build rotational-based force packages to provide predictability for Soldiers in the Army Reserve.

- Man and resource units and establish a predictable rotation cycle.
- Divest legacy structure; retain and modernize relevant structure; invest in new structure that is in high demand.
- This initiative will not result in a loss of Army end strength; Soldiers will transfer to fill vacancies in high-demand units.
 - ARNG end strength remains fixed at 350K.
 - USAR end strength remains at 205K.
 - Continue to recruit and retain quality Soldiers.
- Expect some initial turbulence in readiness in those units being optimized, but the long-term benefits for relevance, readiness, availability and predictability clearly outweigh the cost.

TRANSFORM THE FORCE

Transformation

Strategic Theme: Transformation now and for the future

MESSAGES:

Serving a Nation at War—A Campaign Quality Army with Joint and Expeditionary Capabilities

The Army is transforming NOW...and focusing on:

- **Modularity**—Increasing strategic responsiveness and flexibility
- **Rebalancing**—Adjusting the size and capabilities of Active and Reserve forces, achieving the right mix of capabilities and skills
- **Stabilization**—Improving unit cohesion and readiness, increasing predictability and quality of life for Soldiers and families
- **Soldiers remain our centerpiece**

Strategic Context—Our Army at War...Relevant and Ready Today and Tomorrow

- War and a persistent state of conflict will continue
- We have an unprecedented strategic opportunity to reshape the force
- We are transforming the force while fighting
- We have charted the right course—increasing capability, flexibility, and sustainability
- We will maintain the tremendous momentum we've built

Army Strategic Goal: The Army will remain relevant and ready by providing the Joint Force with essential capabilities to dominate across the full range of military operations.

Accelerating Transformation

- The operational experience of the Current Force informs the development of the Future Force.
- Future Force capabilities are being moved to the Current Force to protect the Soldier and increase combat effectiveness.
- Even before September 11, plans were underway to transform the Department of Defense from a post-Cold War department to a 21st century department to better face new threats.
- War provides the focus, the impetus and the resources to transform. The warriors of the next greatest generation deserve our best efforts.

Providing Capabilities

- **Modularity**—bringing Future Force concepts and capabilities forward into the Current Force...NOW!
- The Army is transforming to smaller, modular units that are more mobile and quicker to respond to the needs of the Joint Force Commander.

TALKING POINTS:

- The demands of current operations/continuous, worldwide operations have accelerated the need to transform our armed forces and undertake an increasingly complex array of missions around the world. In response we are:
 - Moving from a “threat-based” to a “capabilities-based” approach to defense planning. This means not just focusing on who might threaten the United States and where and when, but also how we might be threatened and what capabilities are needed to deter and defend against those threats.
 - Increasing the size of the active duty Army by 30,000 and reorganizing it into more agile, lethal and deployable brigades—with enough protection, firepower and logistics assets for self-sustainment, and increasing the number of brigades.
 - Organizing into modular, capabilities-based unit designs to enable rapid force packaging and deployment and sustained land combat.

- Retraining and restructuring the Active and Reserve Components to achieve a more appropriate distribution of skill sets, to improve the total force's responsiveness to crises, and so that individual Reservists and Guardsmen will mobilize less often, for shorter periods of time, and with somewhat more predictability.
- Increasing the ability of the branches of the armed services to work seamlessly together.
- Improving communications and intelligence activities.
- Expanding the capabilities and missions of Special Operations.

Modularity

MESSAGES:

Modularity—bringing Future Force concepts and capabilities forward into the Current Force...NOW.

TALKING POINTS:

- Army forces will be organized into modular, capabilities-based unit designs to enable rapid force packaging and deployment and sustained land combat.
- Modularity represents an intellectual approach to force design that will drive a cultural shift in the Army...it is key to a Campaign Quality Army with Joint and Expeditionary Capabilities.
- Modular designed units provide Combatant Commanders with lethal, agile, and versatile forces—with boots on the ground, ready-to-fight-on-arrival characteristics, and endurance for sustained land combat.
- Modular force designs represent our current, near-term capabilities, joint enablers, and integrated campaign qualities with a direct path to the Future Combat Systems (FCS)-equipped units of the future.
- Ensure both Reserve Component and Active Component forces are modular, tailorable and interdependent in a number of capability-based unit and force designs.
- Provide a campaign quality modular/tailorable combat and support capable force to conduct sustained land operations with up to 82 Brigade Units of Action to meet mission requirements.

Joint and Expeditionary Capabilities¹⁰

Strategic Theme: A Campaign Quality Army with Joint and Expeditionary Capabilities

MESSAGES:

A Campaign Quality Army:

- Where persistent conflict is the norm
- Where uncertainty and ambiguity are the rule
- With expeditionary agility and responsiveness
- Where joint interdependence is the standard
- With staying power, durability, and adaptability
- With Soldiers as the Centerpiece

Providing options for Combatant Commanders and JFCs:

- To use more responsive, lethal, modular, and scalable joint and combined forces
- To identify enemy centers of gravity and vulnerabilities
- To pre-empt enemy actions, assure success, seize the initiative, and shape the battlespace
- To fight and win—through adaptive and versatile combat power

TALKING POINTS:

- The changes are significant and reflect years of Army study, experimentation, and experience.
- The best way to anticipate the future is to create it.
- We will achieve Joint Interdependence across the Spectrum of Operations.
- Our challenge is to measure ourselves against our own potential.

¹⁰ For more information, see the Army Paper, "Serving a Nation at War, A Campaign Quality Army with Joint and Expeditionary Capabilities," available at: <http://www.army.mil/jec/>

- This is not change for change's sake—our incentive is effectiveness in this protracted conflict. If necessary to defeat adaptive adversaries, the changes are a mere down payment on changes that will follow.
- In a conflict of daunting complexity and diversity, the Soldier is the ultimate platform. "Delinkable" from everything other than his values, the Soldier remains the irreplaceable base of the dynamic array of combinations that America can generate to defeat our enemies.
- The Army is moving out. The 3rd Infantry Division has reorganized from three brigades to four brigade combat teams. Other divisions are already in the process of doing the same.
- The air-, sea-, or land-power debates are over. Our future is irrefutably Joint. To meet the challenges of expeditionary operations, the Army can and must embrace the capabilities of its sister services right down to the tactical level.
- Our brave Soldiers and adaptive leaders constitute the best Army in the world, but we can be even better. It is inside of us and it is what the Nation expects.
- A Campaign Quality Army with expeditionary capabilities is the most relevant, ready, and important of the services for the complex conflicts of today, and for the uncertainty of tomorrow.

Future Combat Systems (FCS)¹¹

Strategic Theme: Future Combat Systems (FCS)–Moving from the Current Force to the Future Force...NOW!

MESSAGES:

A top priority

- FCS is a national strategic investment to which the Nation and the Army are fully committed...the program is strategy-based and appropriately resourced.
- FCS enables the United States to maintain our overwhelming military advantage against the ever changing and evolving threats of the 21st century.
- FCS revolutionizes the way we fight and win wars.
- FCS-equipped Units of Action enable a Campaign Quality Army with Joint and Expeditionary capabilities.

TALKING POINTS:

Soldiers remain the centerpiece

- The Army wants the best combination of technologies that will provide our Soldiers and commanders decisive and overmatching capabilities against any opponent.
- Throughout the development of FCS and the fielding of the Future Force, we will keep our focus where it has always been—on our Soldiers. More than equipment, more than technology, Transformation includes training, education, and leader development.
- The most technologically advanced platforms—all the weapons in the world—are useless without the intellect, dedication and remarkable sense of duty of the American Soldier.
- FCS network and platforms are built around the Soldier, increasing survivability and lethality.

¹¹ For more information on FCS, visit: <http://www.army.mil/fcs/>

Revolutionizing the way we fight

- FCS is an integral component of the Joint Force and nested in DoD transformation...is designed from the ground up to enable Joint, Interagency and Multinational operations.
- The FCS concept represents an enhanced power projection capability enabling rapid deployment and employment, both shortening the time to deliver forces and putting us in a position to gain decisive advantage.
- Inherently Joint, FCS enhances our Joint Combatant Commanders' ability to control any situation or defeat any adversary across the full range of military operations...as called for in our National Security and Military Strategies.

PROGRAMMATIC MESSAGES:

- The Army will field FCS technology as soon as it is tested and ready.
- The Program is resourced and we are accelerating FCS capabilities into more of the force sooner than planned.

PROGRAMMATIC TALKING POINTS:

Recent operations validate our Future Force strategy

- FCS capabilities are here today and being brought into the force. Additional capabilities will be brought in as technology matures—culminating in the full FCS capability.
- We are also accelerating the transformation of organizations, doctrine and training...transformation is a holistic change for the Army and it is happening NOW!
- We are reorganizing now into FCS Future Force design to take advantage of the modular organizational design that provides better flexibility and deployability.

A commitment to oversight and transparency

- The Army and DoD are providing strong oversight of the FCS program...to include the FCS Lead Systems Integrator (LSI)...and will continue to do so.
- The FCS program has undergone two Government Accountability Office (GAO) reviews and three Institute for Defense Analysis (IDA) reviews since it entered the concept, technology, and development (CTD) phase.
- Internal Army and DoD reviews as well as independent outside assessments from the GAO and IDA play an important role to ensure the effective management of crucial resources.
- The Army's FCS LSI is effectively leveraging the best of global industry in order to field the best capability to our Soldiers and our Nation.

FCS—Decisive Landpower for the Joint Force

- Decisive resolution in conflict resides on the ground. Recent events have demonstrated that while improvements in joint strike and targeting provide our forces incredible capabilities, the ability to inflict damage on an enemy from a distance is not enough.
- The use of land forces with a campaign quality to occupy areas and go into terrain that cannot be controlled or even viewed from above validates that ground forces continue to provide a degree of precision and persistence that is not afforded by any other capability.
- As long as people live on land, control of the ground will remain an absolute necessity to influence, induce or coerce human behavior.
- Landpower continues to be the ultimate instrument of decision in conflict. It is the element that most effectively engages allies and deters aggressors, the force that dominates in war, and the critical factor in rebuilding peace when the guns go silent.

Stryker Brigade Combat Team (SBCT) and Mobile Gun System (MGS)

Strategic Theme: The Stryker Brigade Combat Team (SBCT)—proving its worth.

MESSAGES:

We are already seeing the benefits of the Stryker Brigade Combat Team capability:

- In Iraq—it's a valued asset to the Joint Force Commander.
- In Readiness—Stryker has a readiness rate of over 95 percent in Operation Iraqi Freedom, compared to an 86 percent readiness rate for Bradley Fighting Vehicles.
- In Operating Costs—At \$14.25 per mile—a significant reduction from \$136 per mile for the Bradley. This makes the SBCT more suitable for use in early operations in remote areas where support is harder to come by.
- In transportability—where a Joint Force Commander can move a SBCT within his area with the least constraints and greatest flexibility. It's more than moving a unit—it's seizing a position of advantage over the enemy, faster and with greater surprise than they can react to.

The Mobile Gun System is an important ingredient of the SBCT:

- It's there to destroy or suppress hardened enemy bunkers, machine gun positions, and sniper positions in cities, restricted, and open rolling terrain.
- It's part of an overall unit capability. Without the Mobile Gun System, the unit is less effective and the rest of the SBCT must compensate for the lack of firepower.
- Its C-130 transportability goal is daunting—but we need to press developers to reach that goal. It's the right thing to do for our Soldiers.
- Its reliability must equal that of today's direct fire systems. We must provide Soldiers a weapon system they can depend on.
- It's a continuous process. The Army continues to examine improvements to the MGS to ensure—across a range of situations—the most effective system is part of the SBCT, without constraining the commander's options or overburdening the force logistically.

Interdependent Joint Force¹²

Strategic Theme: Taking Jointness to the Graduate Level

MESSAGES:

Soldiers are taking jointness to the graduate level by:

- Changing their mindset—to joint and expeditionary—where their attitude and culture infuses a spirit of joint interdependence
- Working with the other services as part of an integrated team, depending on one another for the unique capabilities that each service provides
- Ensuring that future capabilities are “born Joint”—so that the synergy of joint operations is ready to unleash the full military power of the United States on unknowable battlefields around the globe
- Reaching across service lines and working together as never before—for the good of the Nation

Building Interdependence through:

- Joint Battle Command
- Joint Fires and Effects
- Joint Force Projection
- Joint Air and Missile Defense
- Joint Sustainment
- Joint Deployment and Redeployment
- Joint Training
- Joint Concept Development and Experimentation

¹² For more information, see the Army Paper, “*Serving a Nation at War, A Campaign Quality Army with Joint and Expeditionary Capabilities*,” available at: <http://www.army.mil/jec/>, p 20, and the 2004 Army Transformation Roadmap on AKO at: <https://www.us.army.mil/suite/doc/1289670>

TALKING POINTS:

- Joint interdependence combines service capabilities to maximize their total complementary and reinforcement effects, while minimizing their relative vulnerabilities.
- Our sister services are developing increasingly powerful capabilities that can influence land combat directly.
- Without question modern precision fires provide an incredibly valuable capability, however, reality reiterates precision fires alone are of short duration and do not result in decision or resolution.
- The very nature of expeditionary operations argues for leveraging every potential tool of speed, operational reach, and precision, seeking to achieve the maximum effect without regard to the service of origin.

Global War on Terrorism

- More than 80 nations have joined the Global War on Terrorism. These Coalition nations are putting pressure on the terrorists by:
 - Sharing intelligence
 - Putting pressure on bank accounts and making it more difficult to move money
 - Making it harder for terrorists to recruit people and retain them
 - Complicating terrorists' ability to communicate with each other and move between countries
- Iraq and Afghanistan have shown that the most serious threats the Nation faces must be met one-by-one with highly trained and motivated Soldiers.
- There have been and will be costs. More than 1,000 U.S. Soldiers have been killed since the War on Terrorism began. Every loss is deeply felt. But it is in freedom's defense that our country has deployed the most courageous among us. And whenever freedom advances, America grows safer.

Detainee Operations¹³

Strategic Theme: Integrating Battlefield Lessons Learned on Detainee Operations into the Current and Future Force...NOW

MESSAGES:

Integrating Lessons Learned

- The Army is integrating lessons learned from Detainee Operations investigations into Army training, doctrine, policy, and procedures...NOW.
- The Army has developed an Integration Plan that builds upon and formalizes the Army's effort to improve Detainee Operations. The Plan integrates Battlefield Lessons Learned into training, doctrine, policy and procedures, to ensure that we provide relevant detainee and detainee-interrogation operations in support of Combatant Commanders and the Joint team now and into the future.

The Army is a values-based organization

- One instance of detainee abuse is one too many...and it will not be tolerated. We view such actions as inconsistent with our values.
- Soldiers are trained to understand, accept and believe in Army values; and, for the vast majority of our Soldiers, these values guide their behavior.
- We will comprehensively investigate and, when appropriate, prosecute and punish anyone who engaged in, tolerated, or facilitated misconduct, regardless of organization, rank or position.
- The vast majority of the men and women in uniform serve our country with honor, and they uphold the values of the United States.
- The U.S. Army is a values-based organization that respects the International Law of Armed Conflict and human dignity.

¹³ For more information on Detainee Abuse Investigations visit:
http://www.defenselink.mil/news/detainee_investigations.html

TALKING POINTS:

- Over 445,000 Soldiers have served in on-going operations, which include Iraq and Afghanistan. The vast majority of these men and women in uniform serve our country with honor, and they uphold the values of the Army. The number of individuals cited in the reports represents a small percentage of our dedicated professionals.
- The Army has developed an Integration Plan that builds upon and formalizes the Army's effort to improve Detainee Operations. It synchronizes, integrates, and captures the efforts of the Army Staff and Major Commands to institutionalize Policy, Doctrine, Organization, Training, Materiel, Leadership, People and Facilities (P-DOTMLPF) solutions to ensure that we provide relevant detainee and detainee-interrogation operations in support of Combatant Commanders and the Joint team now and into the future.
- Solutions for providing relevant detainee and detainee-interrogation operations in support of Combatant Commanders and the Joint team, now and into the future, are being integrated into:
 - **Policy**—through DoD Directives and military regulations
 - **Doctrine**—through Military Police, Military Intelligence, and multi-service doctrine, and by clarification of responsibilities
 - **Organization**—through provision of the “right mix” of forces and the ability to quickly adapt to changing requirements
 - **Training**—through Mobile Training Teams (MTTs), Training Packages, Reclassification Training, incorporation of language, cultural and cross-cultural communications training into all levels of the Army officer and enlisted education systems, and reinforcement of the Law of War and the Geneva and Hague Conventions for deploying units
 - **Materiel**—through development of a standardized “Detainee Field Processing Kit,” and an automated solution for detainee tracking and accountability
 - **Leaders**—through incorporation of lessons learned at schools, Combat Training Centers (CTCs), and Home Stations
 - **Personnel**—through continuing efforts to reinforce that inhumane treatment is never justified

- **Facilities**—through assessment of the in-theater detention infrastructure to support the Joint Staff and the Combined Forces Land Component Commander, identification of requirements for upgrade, modernization, and expansion of existing facilities, and through requirements for meeting force protection standards, interrogation space, and proper segregation of detainees

Priority: Tier #2

Global Repositioning¹⁴

Strategic Theme: Changing U.S. Global Posture—Essential to Transformation

MESSAGES:

Restructuring of U.S. forces overseas:

- Realigns U.S. Forces from a post-Cold War defense posture to a military that is designed to address 21st century threats
- Brings home many Cold War-era forces while deploying more flexible and rapidly deployable forces in strategic locations around the world
- Consolidates a number of overseas facilities
- Replaces Cold-War “legacy forces” with cutting-edge, transformational capabilities for combined training and coalition operations
- Allows the United States to take better advantage of technology and innovative war-fighting concepts, which will improve our ability to meet our alliance commitments and global responsibilities
- Provides Soldiers with more time on the home front and fewer moves over their careers. Their spouses will have fewer job changes and their families will have greater stability
- Saves money, by closing unneeded foreign bases and facilities around the world

¹⁴ Global Positioning talking points are consistent with the “Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003,” Section 4: The Role of Overseas Locations, published March 2004, available at:
http://www.defenselink.mil/brac/docs/04_0_body032403.pdf

TALKING POINTS:

- A fully transformed and strengthened overseas force posture will underscore the commitment of the United States to effective, collective action in the common cause of peace and liberty.
- The enduring availability of a worldwide network of bases, operating locations, and access arrangements is a vital component of U.S. ability to protect its national interests.
- Just as we must conduct domestic base closures and realignments as a component of DoD's force transformation, we must also realign the U.S. defense posture overseas to address new global security challenges.
- The premises that underlay yesterday's U.S. defense posture overseas have changed dramatically—we are transforming our overseas capabilities to contend more effectively with new strategic circumstances, including the dangerous nexus of terrorists, state sponsors of terrorism, and weapons of mass destruction proliferation.
- Key to a new global force posture will be the capabilities that the United States brings for dealing with the challenges that we will confront now and in the future. DoD is working closely with the State Department and the National Security Council to ensure that the global defense posture is one that can be supported by our friends, allies, and Congress—which understands that it is the capabilities that the United States brings—not the simple number of troops.¹⁵

¹⁵ For more information on Global Posture visit:
http://www.defenselink.mil/home/features/global_posture/gp-index.html

BRAC¹⁶

Strategic Theme: BRAC is a key strategic lever for reshaping the structure of the Future Army.

MESSAGES:

BRAC is essential:

- To reshape our Army to respond to its global missions today and into the future
- To save money by cutting excess infrastructure
- To maximize the Army's opportunities to train, deploy and fight jointly

TALKING POINTS:

- Now is the perfect time to do a BRAC analysis
- BRAC is a key component of Army transformation. Delaying BRAC 2005 would be detrimental as the Army changes to meet the pressing challenges of the 21st century. Any delay would extend the unnecessary expenditure of scarce resources to maintain excess infrastructure.
- We are incorporating pending Army initiatives to ensure that units are moved to best support 21st century military requirements by:
 - Incorporating Global Restructuring initiatives into the BRAC analysis
 - Supporting the 20-year force structure plan per the direction of Congress
 - Identifying ideal locations for modular brigades
 - Some new modular brigades will be required to be in place now for Iraq and current, worldwide operations; this is an operational imperative. Putting these brigades in place before BRAC (even with National Environmental Policy Act requirements) is faster than waiting for BRAC. These placements do not "BRAC-proof" an installation. The Army acknowledges that BRAC may cause some of these units to

¹⁶ For information on BRAC, please contact Glenn Flood in OSD Public Affairs at (703) 695-6294, or Ms. Cynthia Smith in Army Public Affairs at (703) 697-5344.

move again and is willing to accept that risk to meet this operational requirement.

- No decisions on base closure have been made in connection with BRAC 2005; there is no "BRAC Closure List," nor will there be until SECDEF's recommendations in May 05.
- Military value remains the primary consideration in assessing our current infrastructure.
- I can't speculate on the viability or status of (*this/any*) installation in the BRAC process.

STABILITY OPERATIONS¹⁷

Strategic Theme: Enhance and improve Army stability operations capabilities in the Current and Future Force...NOW!

MESSAGES:

Flexible Capabilities

- Stability operations are essential to the ultimate achievement of strategic aims.
- Stability operations are a core mission of the military services and civil agencies.
- The constant flow between combat, stability operations, and humanitarian missions demands flexible capabilities—not single specialty forces.
- On-going operations show that flexible, multi-purpose troops that can shift from high-intensity combat to stability operations in the flicker of an eye are essential.
- Stability operations are difficult and dangerous—every Soldier must be a rifleman first.

¹⁷ For more information, see the Stability Operations Joint Operating Concept at:
http://www.dtic.mil/jointvision/finalstab_joc.doc

TALKING POINTS:

- Winning in war consists of securing the desired political aims. To achieve these aims requires both winning in conventional combat operations as well as stability operations—imposing the security required to facilitate the transition to and reconstruction of a “new” normalcy once major conventional combat operations cease.
- The military organizes, trains, and equips its forces for conventional combat; it must prepare similarly for stability operations—which will usually involve fighting to establish a secure environment.
- Military organizations must have the capability to organize, train, equip, and execute long-term stability operations simultaneously with major conventional combat operations.
- The Joint Force, as part of a multinational and integrated, multiagency operation, will provide:
 - Security
 - Initial humanitarian assistance
 - Limited governance
 - Restoration of essential public services
 - Other reconstruction assistance

MESSAGES:

An Expeditionary Culture

- Soldiers operate under conditions where uncertainty and ambiguity are the rule. They must be multifunctional, since—in the current war—they could be handing out school books one day, and fighting an elusive and adaptive enemy the next.
- The Army must create Soldiers and units confident that they are organized, trained and equipped to go anywhere in the world, at any time, in any environment, against any adversary to accomplish the assigned mission.
- The Army must enhance its capability to provide the Joint Force with strategically agile and flexible arrangements of combat power for the full range of military operations.

Leader Development/Education

MESSAGES:

From Soldiers to Warriors

- Train Soldiers for certainty, educate for uncertainty.
- Train and educate Army members of the Joint Force.
- Teach Soldiers HOW to think rather than WHAT to think.
- Train as you fight—essential for mission success.

TALKING POINTS:

- To remain relevant, the Army's leader development and education system must train, educate and grow leaders for a Campaign Quality Army with Joint and Expeditionary Capabilities.
- We must develop future leaders with the right mix of unit experience, training and education.
- We must develop leaders who can operate seamlessly in joint, interagency and multinational environments.
- We are improving our Joint Professional Military Education system, with the goal of educating and training the right person for the right task at the right time. The War on Terrorism requires noncommissioned officers and junior officers from all Services to work in the joint environment more often than they have before.
- We are developing courses tailored to the needs of our younger troops that expose them to joint warfighting far earlier in their careers.
- We have pilot programs providing joint education to Senior Noncommissioned Officers in all components.

Actionable Intelligence

MESSAGES:

Sensor and Shooter

- Every Soldier is both a collector and consumer of intelligence information

TALKING POINTS:

- Provide leaders and Soldiers a framework that links analytic centers, sensors and databases into a structure that supports operations.
- Design modular tactical intelligence force packages that are easily and quickly tailored and aligned to support any battlefield or situation.

Army Aviation

MESSAGES:

Army Aviation is moving aggressively to:

- Accelerate aircraft survivability equipment
- Modernize the entire fleet
- Achieve Joint Integration
- Reduce the logistics footprint

TALKING POINTS:

- We apply lessons learned from the contemporary operating environment to the training and design of future aviation forces.
- Army Aviation Transformation includes the Reserve Component—ONE Army Aviation effort.

Logistics¹⁸

Strategic Theme: Army Logistics: Delivering Materiel Readiness

MESSAGES:

Connect Army Logisticians

- Seeing the requirements continuously—on demand
- Using an accurate, real-time logistics information network
- Supporting “sense and respond” logistics through synchronization of DoD’s Global Information Grid (GIG)

Modernize Theater Distribution

- Responding with speed and precision—enabled by in-transit and total asset visibility
- Having a single owner who has positive control end-to-end in the theater
- Following the example of assigning TRANSCOM as the single DoD distribution process owner

Improving Force Reception

- Opening the theater—simultaneously deploy, employ and sustain a joint and expeditionary force
- Training a robust, modular headquarters for the task and not creating an ad hoc organization
- Deploying on the same timeline as combat forces

¹⁸ For more information, see the “Army Logistics White Paper, Delivering Materiel Readiness to the Army,” available at: <http://www.hqda.army.mil/logweb/sitemap/2003-Web/visnstmt/Whitepaper.pdf> and AUSA’s Torchbearer National Security Report, “The New Paradigm: Bringing U.S. Army Logistics into the 21st Century” at: http://www.ausa.org/pdfdocs/TB_SecReport2.pdf

Integrate the Supply Chain

- Having what is needed—from foxhole to factory to foxhole
- Having a single proponent who can integrate the supply chain—across a joint, interagency and multinational theater
- Supporting business transformation objectives from strategic, operational and tactical levels

TALKING POINTS:

To sustain combat power, logisticians need:

- The ability to “see” requirements on demand via a logistics data network
- A responsive distribution system enabled by in-transit and total asset visibility, and a single owner who has positive control end-to-end in theater
- A robust, modular, force-reception capability—a dedicated and trained organization able to quickly open a theater and support flexible, continuous sustainment throughout the joint operations area
- An integrated supply chain with a single proponent who can leverage all resources in a joint, interagency and multinational theater

Rapid Fielding Initiative¹⁹

Strategic Theme: The Rapid Fielding Initiative (RFI): Equipping Soldiers to Succeed

MESSAGES:

- Soldiers are prepared, trained and equipped for the fight.
- The Army will arm and protect every deployed Soldier with the best equipment available.
- RFI saves Soldiers' lives, improves their well being, and increases their combat effectiveness.

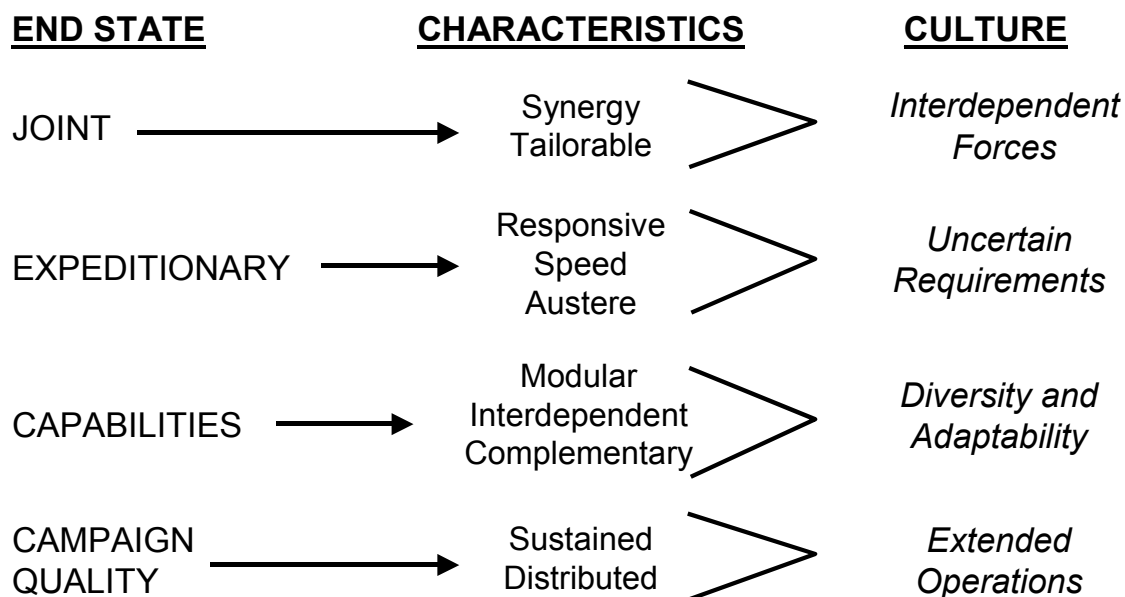
TALKING POINTS:

- The Rapid Fielding Initiative leverages current programs and commercial off-the-shelf technology to give the Soldier an increased capability over their current equipment. Several items are fielded simultaneously but are not part of RFI. These include Interceptor Body Armor, Thermal Weapon Sights, and Night Vision Goggles.
- The Rapid Fielding Initiative enhances the Soldier's survivability, lethality and mobility with mission essential equipment procured and distributed through an organized program vice ad hoc purchasing by units and Soldiers.

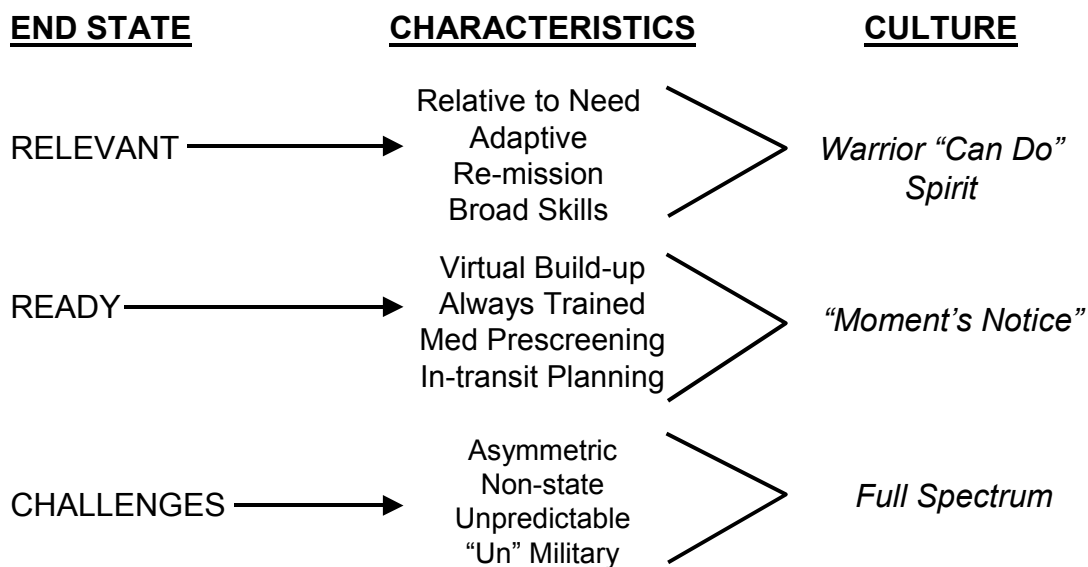
¹⁹ For more information on the Rapid Fielding Initiative, see the AUSA Issue Paper, *The Rapid Fielding Initiative: Equipping Soldiers to Succeed*," at: http://www.ausa.org/pdfdocs/IP_RapidFielding08_04.pdf

APPENDIX I. ENDURING MESSAGE FRAMES

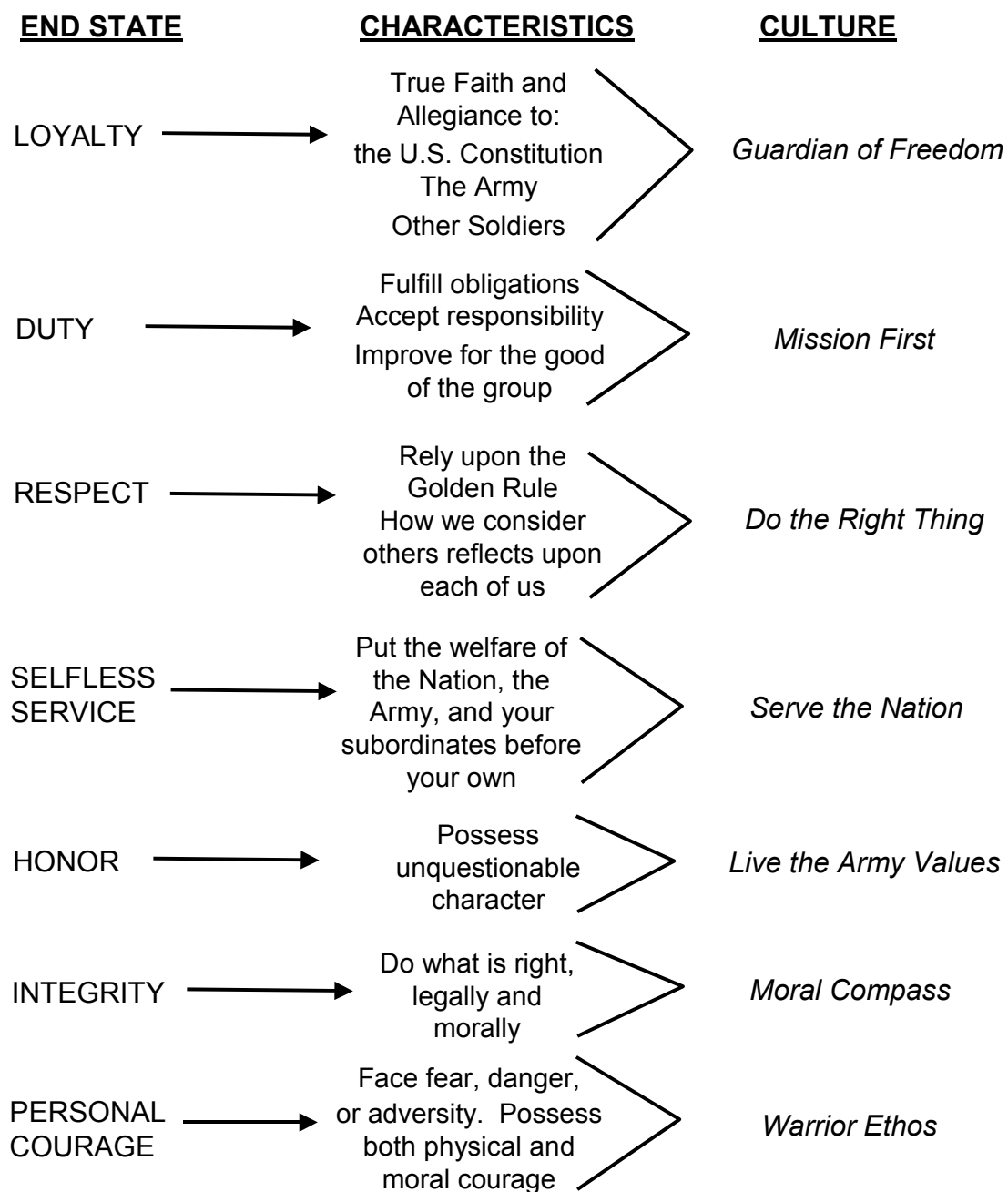
A Campaign Quality Army with Joint and Expeditionary Capabilities



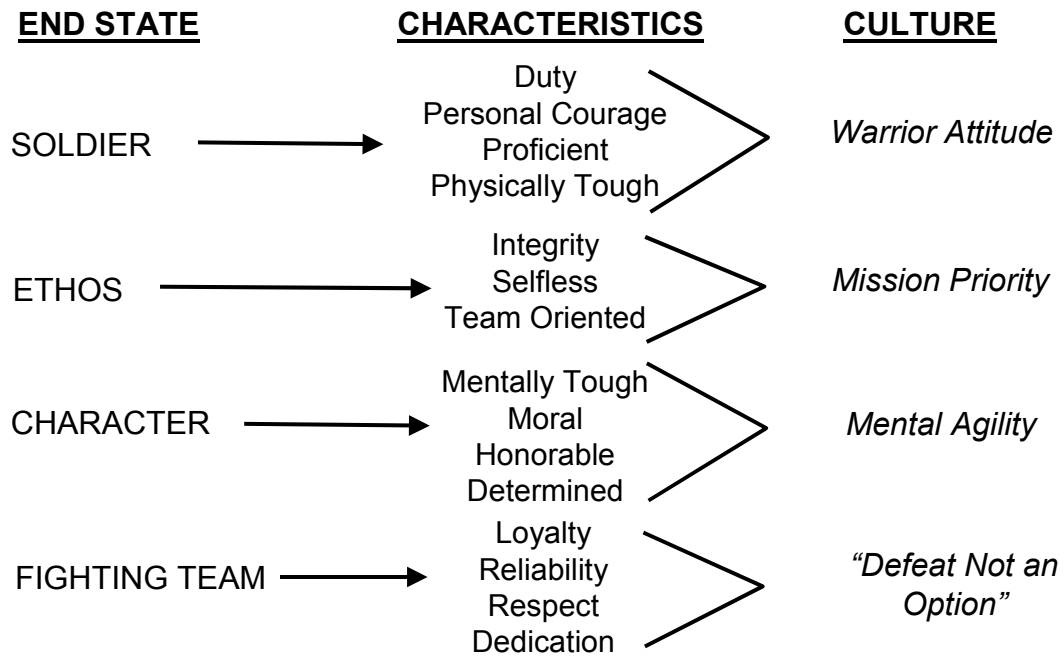
A Relevant And Ready Army Meeting National Security Challenges – Today and Tomorrow



Core Values



Warrior Ethos is the Essence of a Soldier's Character



APPENDIX II. OUR ARMY AT WAR – Changing NOW to Generate More Combat Power

"Generating more combat power, and thereby increasing rotational forces, is a top priority."

ENDSTATE: INCREASED LAND COMBAT AND SUPPORT CAPABILITIES ACROSS THE OPERATIONAL SPECTRUM

SPECIFIC OBJECTIVES – NEAR-TERM

- Reset the Force
- Expand the Rotation Base
- Improve Unit Manning
- Improve Power Projection Platforms/Installations
- Relieve Stress on the Force
- Rebalance AC/RC High-demand and Early Deploying Capabilities
- Pull Forward, Future Technologies, Concepts
- Recruit/Retain the "Right" All Volunteer Army
- Stabilize the Force
- Develop Modular, Standardized Units
- Protect the Force
- Improve Mobilization/Demobilization Processes

INITIATIVES TO INCREASE LAND POWER CAPABILITIES

SIGNIFICANT POINT: Over 100K in Force Structure Optimization – Most Significant Redesign in 50 years!

<u>Stabilization</u> <ul style="list-style-type: none"> ➤ Stabilize New UAs ➤ Unit Life-cycle (172nd SBCT 2Q 04) ➤ Decrease PCS Move Frequency 	<u>Reset</u> <ul style="list-style-type: none"> ➤ Repair Equipment. Reorganize, Retrain ➤ Adjust Preposition Stocks of Equipment ➤ Replenish Ammunition Stocks 	<u>Rapid Fielding Initiative/Rapid Equipping Force</u> <ul style="list-style-type: none"> ➤ Advanced Combat Helmet, Hydration Systems, Close-combat Optics ➤ Robotics and Counter IED Technologies
<u>AC/RC Optimization</u> <ul style="list-style-type: none"> ➤ RC Bns Retrained as MPs, Infantry ➤ Increase AC Early Deploying Capabilities ➤ Increase High-demand Unit Capabilities CA/MPs/SOF/Transportation/Med Avn ➤ Increase AC/RC Unit Manning Levels 	<u>Military to Civilian Conversion</u> <ul style="list-style-type: none"> ➤ 5,000 spaces projected in FY 05 ➤ Up to 10K Additional Conversions Projected for FY 06 and Beyond 	<u>Modularity</u> <ul style="list-style-type: none"> ➤ 3 ID Redesign from 3 to 4 BCTs ➤ Redesign Light & Heavy Bde Units of Action (UAs) ➤ Aviation Bde Redesign ➤ Increase Active Bde UAs from 33 to 48 ➤ 4/101, 3/10 New UAs (4QFY04)
<u>Force Protection</u> <ul style="list-style-type: none"> ➤ Interceptor Body Armor ➤ Up-armored HMMWVs ➤ Armor Protection Kits for Vehicles 	<u>Global Footprint/Rebasing Strategy</u> <ul style="list-style-type: none"> ➤ Seek CONUS Based Global Projection ➤ Reduce Balkan and MFO Commitments ➤ Revise Europe/Pacific Basing Strategies 	<u>Pull Forward Future to Current</u> <ul style="list-style-type: none"> ➤ Move to FCS-capable Organizations ➤ Realign Fielding of C2 Programs ➤ Earlier Fielding of UAV's, Sensors, etc.

Appendix III. The Soldier's Creed²⁰

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

} Warrior Ethos

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

²⁰ The Soldiers Creed is also at: http://www.army.mil/SoldiersCreed/flash_version/